an introduction to...

REPORTS MANAGEMENT

WHAT IS REPORTS MANAGEMENT?

WHY IS IT NEEDED?

HOW IS IT ADMINISTERED AGENCY WIDE?

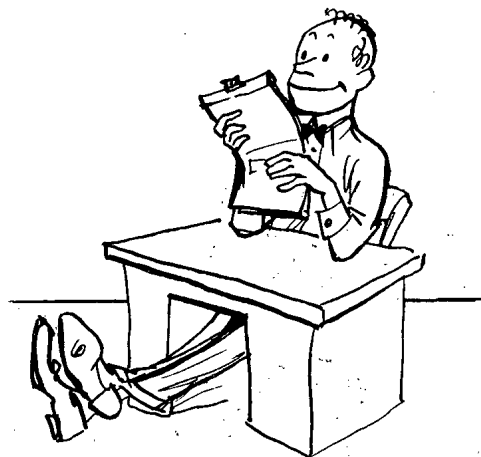HOW IS AN AREA PROGRAM INSTALLED AND CONTINUED?

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MANAGEMENT STAFF

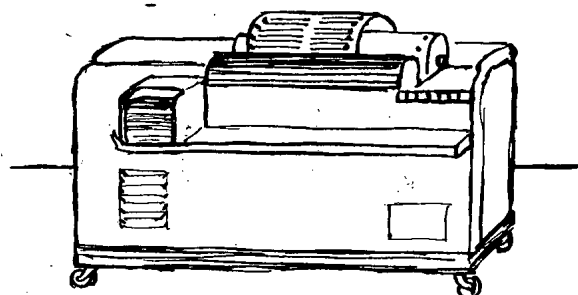RECORDS MANAGEMENT DIVISION

JULY 1954

WHAT IS REPORTS MANAGEMENT?

IT IS A CONTINUING PROGRAM OF PLANNED REPORTS ANALYSIS DESIGNED TO...

- IMPROVE THE QUALITY OF REPORTS and

- ELIMINATE THOSE NOT NEEDED.

- ASSURE THAT REPORTS ARE PREPARED BY THE SIMPLEST AND LEAST EXPENSIVE MEANS.

REPORTS MANAGEMENT RESULTS IN...

- FEWER REPORTS, BETTER REPORTS, AT LESS COST!

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WHY IS A REPORTS MANAGEMENT PROGRAM NEEDED?

LET'S FACE IT! AN AGENCY-WIDE NETWORK OF REPORTING SYSTEMS IS NEC-
ESSARY. OUR ORGANIZATION IS COMPLEX. OUR OPERATIONS ARE WORLD WIDE.
WE MUST DEPEND ON REPORTS FOR CONTROL OVER
THESE OPERATIONS.

BUT WITHIN SUCH A FRAMEWORK, SOME UNNECES-
SARY AND INADEQUATE REPORTING IS BOUND TO
EXIST. SEEKING OUT AND CORRECTING THIS CON-
DITION, AND PREVENTING ITS RECURRENCE, CALLS
FOR A COORDINATED AGENCY-WIDE PROGRAM OF
REPORTS ANALYSIS.
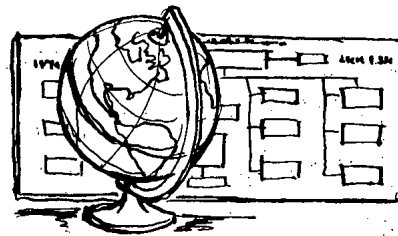
HOW WILL THE AGENCY PROGRAM BE ADMINISTERED?

IT IS PROPOSED THAT THE AGENCY PROGRAM BE A DECENTRALIZED ONE. THAT
IS, IT WILL BE COMPOSED OF MANY AREA PROGRAMS ESTABLISHED AT LEVELS
WHERE MAXIMUM BENEFITS CAN BE EXPECTED FROM REPORTS MANAGEMENT. THUS
COMPONENT (AREA) PROGRAMS CAN BE DESIGNED TO MEET SPECIFIC NEEDS.

EACH AREA PROGRAM SHOULD COVER AS A MINIMUM: ALL RECURRING ADMINIS-
TRATIVE OR MANAGEMENT REPORTS REQUIRED FROM, OR PREPARED FOR...

    (1) OTHER HEADQUARTERS COMPONENTS.

    (2) ANY CONTINENTAL OR OVERSEAS FIELD ACTIVITY.

   (3) ANY ORGANIZATION, FEDERAL OR PRIVATE, OUTSIDE THE AGENCY.

EMPHASIS IS THUS PLACED ON MANAGING RECURRING ADMINISTRATIVE OR MAN-
AGEMENT REPORTS.

HOWEVER, THIS SHOULD NOT EXCLUDE APPLYING REPORTS MANAGEMENT PRINCIPLES
TO ONE-TIME REPORTS, OR THOSE WHICH PROVIDE FOR THE COLLECTION, PRODUC-
TION, OR DISSEMINATION OF INTELLIGENCE.

HOW IS AN AREA PROGRAM INSTALLED?

REGARDLESS OF THE SIZE OF YOUR ORGANIZATION OR THE COMPLEXITIES OF ITS REPORTS, CERTAIN STEPS ARE ESSENTIAL. LET'S BRIEFLY EXAMINE THESE.

STEP 1 - THE REPORTS INVENTORY
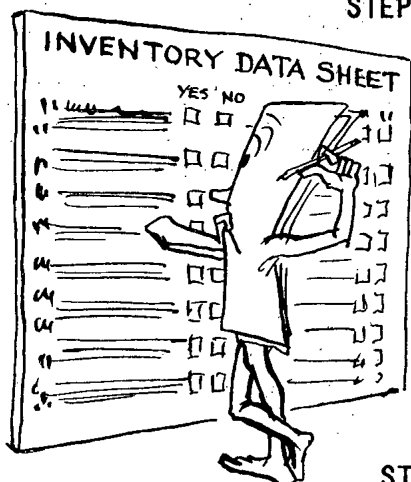
THIS STEP BUILDS THE PROGRAM'S FOUNDATION. IT PROVIDES DATA FOR AN IMMEDIATE ANALYSIS OF YOUR REPORTS, AND FURNISHES RECORD MATERIAL FOR CONTINUING THE PROGRAM. EACH REPORTING REQUIREMENT SHOULD BE DESCRIBED ON A DATA SHEET. IN ADDITION, IT WILL BE DESIRABLE TO ATTACH SPECIMEN COPIES OF THE REPORT, COPIES OF PERTINENT DIRECTIVES OR INSTRUCTIONS, AND OTHER DESCRIPTIVE MATERIAL.

STEP 2 - THE REPORTS ANALYSIS

THE MOST OPPORTUNE TIME FOR THIS ANALYSIS IS DURING THE INVENTORY. IT IS THEN THAT PROBLEM AREAS ARE REVEALED. FURTHERMORE, THE INVENTORY DATA SHEET CAN BE USED TO RECORD RECOMMENDATIONS.

ANALYSIS PROJECTS SHOULD BE PLANNED AND COORDINATED. HERE'S WHY.....

1. MANY REPORTS ARE INTERRELATED.

2. THE PROBLEMS OF THOSE WHO REQUIRE REPORTS AS WELL AS THOSE WHO MUST PREPARE AND SUBMIT THEM SHOULD BE CONSIDERED.

3. AN ANALYSIS OF REPORTING DOCUMENTS ALONE IS NOT ENOUGH. EQUALLY IMPORTANT IS AN EXAMINATION OF THE RELATED PROCEDURES AND RECORDS.

4. OUR REPORTING SYSTEMS CONTAIN A WIDE VARIETY OF NARRATIVE, TABULAR, GRAPHIC, AND PUNCH CARD REPORTS. ANALYZING THESE REQUIRES A KNOWLEDGE OF MANY TECHNIQUES. THE SERVICES OF AGENCY SPECIALISTS MAY THEREFORE BE NEEDED.

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GUIDES (AND PERSONAL ASSISTANCE, IF DESIRED) WILL BE FURNISHED BY THE REPORTS AND CORRESPONDENCE MANAGEMENT BRANCH. ALSO, THE INVENTORY DATA SHEETS CONTAIN BASIC QUESTIONS TO AID THE ANALYST. FOR EXAMPLE:

		YES	NO
9. COMPLETE THE FOLLOWING USING SPACE 10 IF NECESSARY:			
A.	DOES INFORMATION IN THIS REPORT DUPLICATE IN ANY MANNER DATA IN OTHER REPORTS YOU PREPARE? IF SO, SPECIFY THE REPORTS.		
B.	IS THE INFORMATION REPORTED IN MORE DETAIL, SUBMITTED MORE FREQUENTLY, OR GIVEN WIDER DISTRIBUTION THAN IS CONSIDERED NECESSARY? IF SO, EXPLAIN AND RECOMMEND CHANGES.		
C.	IS YOUR OFFICE ABLE TO MEET THE REQUIRED SUBMISSION DATE FOR THIS REPORT WITHOUT DETRIMENT TO OPERATIONS? IF NOT, EXPLAIN. SPECIFY IF ANY OVERTIME HAS BEEN REQUIRED TO MEET DUE DATES. RECOMMEND CHANGES.		
D.	IS THE FORM OR FORMAT PRESCRIBED FOR THIS REPORT ADEQUATE WITH REGARD TO: (1) SPACING _ (2) WEIGHT OF PAPER? *(Can sufficient copies be made at one typing?)* _ _ _ _ _ _ (3) POSSIBLE ELIMINATION OF TRANSMITTAL LETTERS? _ _ _ _ _ _ _ _ _ _ _ _		
E.	IF THE REPORT IS REPRODUCED BY MIMEOGRAPH, DITTO, MULTILITH, ETC., DO THE MASTERS CONTAIN THE MAXIMUM AMOUNT OF PREPRINTED DATA *(headings, lines, etc.)*?		
F.	ARE INSTRUCTIONS FOR THE PREPARATION OF THIS REPORT CLEAR AND COMPLETE?		
G.	WOULD YOUR OFFICE CONTINUE TO: (1) MAINTAIN _ (2) COMPILE _ THE DATA BEING SUBMITTED IN THIS REPORT, IF THE DIRECTIVES FOR ITS SUBMISSION WERE RESCINDED? IF SO, EXPLAIN.		
10. WHAT IS YOUR APPRAISAL OF THIS REPORT? RECOMMEND ANY IMPROVEMENTS INCLUDING REVISED PREPARATION PROCEDURES.			

D.	IS THE INFORMATION REQUIRED BY YOUR OFFICE APPROPRIATE TO ITS ASSIGNED FUNCTIONS, RESPONSIBILITIES, AND AUTHORITY?		
E.	IS THE INFORMATION REQUIRED ACTUALLY AND ACTIVELY USED AS A BASIS FOR ACTIONS, PLANS, OR DECISIONS, AND DOES SUCH USE FULLY JUSTIFY THE COST OF PREPARING THE REPORT?		
F.	DOES THE NEED FOR THIS REPORT RESULT FROM ADMINISTRATIVE OR PROCEDURAL PROBLEMS WHICH SHOULD BE CORRECTED RATHER THAN REPORTED? IF SO, RECOMMEND CHANGES.		
G.	IS THE REPORT DESIGNED TO SERVE A PURPOSE WHICH COULD BE ACCOMPLISHED MORE EFFECTIVELY SOME OTHER WAY SUCH AS THROUGH DIRECT SUPERVISION OR INSPECTION? IF SO, RECOMMEND REVISIONS.		

STEP 3 - THE REPORTS REVIEW

FINDINGS AND RECOMMENDATIONS WHICH RESULT FROM THE WORKING-LEVEL REPORTS ANALYSIS GENERALLY REQUIRE STUDY OR RESOLVING BY HIGHER AUTHORITY. THIS IS THE PURPOSE OF THE REPORTS REVIEW.

THE AREA RECORDS OFFICER AND REPRESENTA-TIVES OF THOSE UNITS CONCERNED WITH THE REPORTS UNDER REVIEW SHOULD PARTICIPATE. IN ADDITION, A MEMBER OF THE REPORTS AND CORRESPONDENCE MANAGEMENT BRANCH WILL BE MADE AVAILABLE TO SERVE IN AN ADVISORY CAPACITY. IF DESIRED, A PANEL MIGHT BE ESTABLISHED FROM WHICH COMMITTEES COULD BE APPOINTED TO REVIEW REPORTS.

ON THE BASIS OF THIS REVIEW...

SOME REPORTS WILL BE FOUND
ESSENTIAL IN EVERY RESPECT.

OTHERS WILL BE CORRECTED
IMMEDIATELY...

OR CANCELLED!
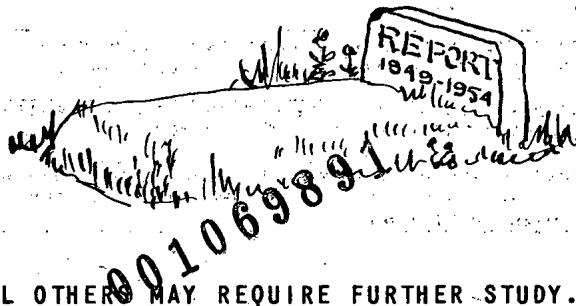
...WHILE STILL OTHERS MAY REQUIRE FURTHER STUDY.

STEP 4 - ESTABLISHMENT OF PROGRAM RECORDS

CASE FOLDERS AND REFERENCE FILES SHOULD BE ESTABLISHED CENTRALLY ON EACH REPORTING REQUIREMENT AS A BASIS FOR CONTINUING THE PROGRAM. RECORD MATERIAL WILL RESULT FROM THE INVENTORY, ANALYSIS, AND REVIEW.

HOW IS THE PROGRAM CONTINUED?

TO BE SUCCESSFUL, THE PROGRAM MUST PROVIDE FOR A CONTINUING REVIEW OF REPORTS.

EACH NEW OR REVISED REPORTING REQUIREMENT SHOULD BE SCREENED FOR NECESSITY BY APPROPRIATE AUTHORITY PRIOR TO BEING ESTABLISHED.

EACH CURRENT REPORTING REQUIREMENT SHOULD BE RE-EXAMINED AT LEAST ANNUALLY TO ENSURE THAT ITS CONTINUANCE IS FULLY JUSTIFIED. THESE RE-REVIEWS SHOULD BE STAGGERED THROUGHOUT THE YEAR TO DISTRIBUTE THE WORKLOAD. THE RE-EVALUATION PROCESS CAN BE SIMILAR TO THAT USED TO ANALYZE THE REPORTS DURING THE INSTALLATION PHASE. THAT IS, OPERATING PEOPLE EXAMINE THEIR REPORTING REQUIREMENTS AND SUBMIT RECOMMENDATIONS TO A REVIEW BODY FOR ACTION.
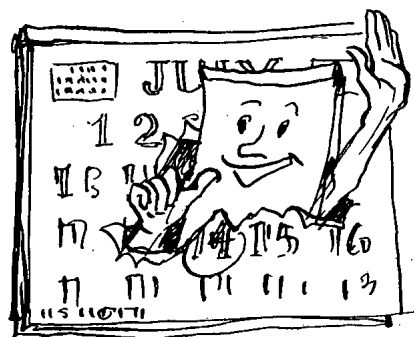
IT SHOULD BE REMEMBERED THAT AN ANNUAL REVIEW IS ADEQUATE ONLY IF CONDITIONS REMAIN STABLE. PROGRAMS ON WHICH INFORMATION IS REPORTED MAY ACCELERATE OR DECELERATE RAPIDLY. CHANGES IN ORGANIZATION AND FUNCTIONS TAKE PLACE. NEW FORCES OR TRENDS COME INTO BEARING. UNDER THESE CONDITIONS REPORTS SHOULD BE CONTINUALLY APPRAISED TO ASSURE THAT THEY ARE ECONOMICALLY SERVING THE PURPOSES FOR WHICH THEY WERE ESTABLISHED.

IF THIS IS DONE YOU CAN BE ASSURED OF.....

FEWER REPORTS, BETTER REPORTS, AT LESS COST!

A STAFF REPRESENTATIVE WILL BE PLEASED TO DISCUSS REPORTS MANAGEMENT FURTHER WITH YOU. CALL EXTENSION 3742.